ECONOMIC STRATEGY

"Into the Eighties"

Regional Municipality of Halton

Department of Business Development
Regional Municipality of Halton
January, 1982.

This Economic Strategy has been prepared in conjunction with members of the Economic Steering Group which included:

W. Marshall,	Director, Department of Business Development, Regional Municipality of Halton
D. Douglas,	Woods, Gordon & Company
R. Mohammed,	Director of Planning, Regional Municipality of Halton
R. Foy,	Director of Planning, Town of Oakville
M. Venditti,	Planning Director, Town of Halton Hills
S. Siddiqui,	Chief Planner, City of Burlington
H. Reynolds-Pew,	Planner, Department of Business Development, Regional Municipality of Halton
D. McCleary,	Planner, Regional Municipality of Halton
R. White,	Planner, Regional Municipality of Halton
M. Dillon,	Business Services Manager, City of Burlington

R. Gentle, Ray Gentle Communications, City of Burlington

assisted by:

P. Dubber, Research Analyst, Department of Business Development, Regional Municipality of Halton

INTRODUCTION

It is an economic policy of the Regional Municipality of Halton in the Regional Plan as adopted September 6, 1978, that the Region will define a staging strategy in conjunction with the Area Municipalities.

On April 4, 1979, Regional Council authorized the Department of Business Development to prepare an Economic Staging Plan in conjunction with the Area Municipalities and on May 16, 1979, the consulting firm of Woods, Gordon & Co. was authorized to primarily undertake Stage II of the study.

The study was divided into three stages including:

I Preparation of a detailed inventory of locational factors with a definition of strengths and weaknesses.

II Preparation of an industrial analysis identifying specific industries as offering particular opportunity for promotion.

III Preparation of a plan of action or strategy for the Region.

Stage I was completed with a summary by Woods, Gordon & Co. of regional strengths and areas requiring remedial attention. In addition, background papers were prepared on lcoational factors including:

1. Inventory of Locational Factors: Industrial Land

2. Inventory of Locational Factors: Industrial Servicing

3. Inventory of Locational Factors: Labour

4. Inventory of Locational Factors: Material Supply Accessibility

5. Inventory of Locational Factors: Business Support Services.

Stage II was completed in November, 1979 with a report by Woods, Gordon & Co. "Region of Halton Economic Staging Plan - Phase 2 Report." This report dealt with principal locational factors influencing Halton investment in the manufacturing and higher order services sectors, the identification of "growth industries" relevant to Halton, the assessment of the future macro-environment within which Halton will compete in the Eighties, and Halton's comparative success in attracting industry to the Region over the Seventies. The report was based on personal structured interviews with representative industry (manufacturing and higher order service) throughout Halton, with firms not locating in Halton and selected contact with representative firms from growth industries outside of Halton.

This Draft Economic Strategy for Halton Region represents the third stage of the study process. The strategy is based on an identification of high potential investment opportunities, an assessment of the locational factors throughout Halton including areas requiring remedial action, an analysis of job creation by sector and by municipality and an identification of steps to be taken by the Regional and Area Municipalities to achieve job targets. While the strategy is influenced by population growth projected to the year 2001, it is limited specifically to the period from 1980 through 1986.

TABLE OF CONTENTS

	PAGE
SUMMARY	
FORMULATION	1-3
IMPLEMENTATION	4-19
BACKGROUND	
FORMULATION	
Goal	B1-B3
Manufacturing	B4-B6
Higher Order Services	B7-B9
Transportation Corridors	B10-B11
Existing Business Sector	B12-B13
New Investment	B14-B15
Growth Industry Promotion	B16-B17
Small Manufacturer	B18-B19
IMPLEMENTATION	
Land Servicing	B20-B25
Labour	B26-B27
Transportation	B28
Government Attitude	B29-B30
Marketing	B31-B40
Regional-Area Cooperation	B41-B42
Organizing the Private Sector	B43
Regional Organization/Cost	B44-B45
Monitoring	B46-B47

APPENDICES AND TABLES

Appendix I	Regional Media Programme
Appendix II	Regional Identity Programme
Appendix III	Regional Promotional Programme
Appendix IV	The Commuting Executive
Table 1	Population Growth by Municipality
Table 2	Population Work Opportunities
Table 3	Sectoral Distribution of Work Opportunities
Table 4	Increase in Work Opportunities within the Secondary Sector, 1980-1986
Table 5	Increase in Work Opportunities within the Secondary Sector by Area Municipality, 1980-1986
Table 6	Increase in Work Opportunities within the Tertiary Sector, 1980-1986
Table 7	Increase in Work Opportunities within the Tertiary Sector by Area Municipality, 1980-1986
Table 8	Creation of Manufacturing Work Opportunities, 1980-1986
Table 9	Industrial Land Availability, 1980-1986
Table 10	Occupational Skills of Halton Residents presently not employed in the Region.

SUMMARY

The Economic Strategy for Halton Region is premised on the following facts:

1. Halton Region will include an additional 46,300 residents by 1986 and a work force that will increase by 22,500 people;

2. Job creation in the Eighties will be affected by an Economic Environment that will reflect a slightly reduced rate of growth from that of the Seventies and a mounting of movement competition for jobs and investment; and

3. The world will continue to be attacked by problems of inflation, shortages of skilled labour, and energy shortages. The cost and availability of energy will increasingly affect Halton residents, particularly, those who commute outside of Halton for work opportunities.

The Goal of the Economic Strategy for Halton Region is:

> to develop an economic climate in Halton during the Eighties which will create job opportunities which will utilize the skills, education and aspirations of both existing and future Halton residents.

JOB CREATION TARGETS
1980-1986

	BURLINGTON	OAKVILLE	MILTON	HALTON HILLS	REGION
MANUFACTURING	2620	2150	1860	740	7370
WHOLESALE	350	210	150	-	710
CONSTRUCTION, TRANSPORTATION, COMMUNICATION AND UTILITIES	360	390	480	220	1450
RETAIL	3170	1410	200	210	4990
BUSINESS SERVICES	1140	790	370	90	2390
COMMUNITY AND PERSONAL SERVICES/ GOVERNMENT	2100	1300	310	250	3960
TOTAL	9,740	6,250	3,370	1,510	20,870

The Strategy will be to:

1. Give first priority to creation of investment in manufacturing;

2. Give secondary priority to creation of investment and jobs in the higher order of service operations;

3. Encourage development of the three transportation corridors in Halton Region to enable each to achieve its maximum potential in coming decades;

4. Place primary attention on the promotion of the existing business sector in Halton;

5. Concentrate promotion of new investment, in the short term, on domestic markets (in particular the market within 166 kilometres) and, in the longer term, on developing investor awareness of Halton in the United States and Europe;

6. Encourage investment of all types which would be compatible with municipal zoning bylaws but target promotion to identified growth industries; and

7. Attract and support small manufacturing firms.

Thirty-nine steps to implement the Economic Strategy will include:

Provision for adequate serviced land to meet employment needs with appropriate inventory including:

1. Encouraging the addition of adequate processed and adequately serviced land in well-planned industrial parks throughout Halton.

2. Encouraging the formation of a joint Regional/Area Municipality Task Force to identify land adjacent to Georgetown for zoning and partial servicing for industrial uses; and elsewhere in the Region if desirable.

3. Upgrading water services to existing and new industrial lands, where such upgrading will enhance the productivity and security of the industrial area.

4. Reviewing on an annual basis the need for regionally owned industrial land to achieve 2001 targets.

Provisions to improve the input of skilled labour into the work force and better flow of workers between work centres within the QEW corridor including:

5. Reviewing the need for upgrading of public transportation services in and between the various work centres to improve the movement of the work force with special attention to the QEW corridor.

6. Encourage and assist the Halton Industrial Training Advisory Committee, to develop special training programs for labour skills which are in particular demand within the Region.

7. The Region, through contact with industry, undertaking to communicate to the Halton business community data on labour and management costs and benefits, and work force productivity;

8. Assist the Regional Day Care Advisory Committee in their communication on day care needs to the private sector to encourage development of additional space throughout the Region to permit more women to enter the work force.

9. Undertaking a program to encourage Halton employers to employ the handicapped to expand work opportunities for this group of Halton residents; and

10. Monitoring of work force skills within Halton on an ongoing basis to ensure that prospective investment relates directly to Halton needs.

Steps to maximize Halton's natural advantage of access to Metro Toronto, south-western Ontario and the north-eastern United States by:

11. Encouraging better access to the QEW and 401 corridors.

12. Supporting the construction of Highway 403 parallel to the QEW by the late Eighties to reduce the increased congestion in the QEW corridor;

13. Encouraging additional transportation (truck/rail interfacing) services as well as a customs office to the 401 corridor; and

14.a) Encouraging the expansion of the local calling zone of Toronto to incorporate the whole Region to reinforce the economic relationships within the Region and with the Toronto area.

b) Encourage the inclusion of toll free calling throughout the Region.

Demonstrating a supportive attitude of government towards economic development by:

15. Giving special attention to a public relations program involving realtors, developers and Area Municipal Councils and staff, as well as providing better public communication of the positive steps which are being taken towards development by the Area and Regional Governments.

16. Developing an industrial support program to provide a means for industry to resolve problems related to day-to-day operations within the community;

17. Working towards the reduction of the impact of residential land uses on industrial areas thus reducing the tensions which develop to the detriment of economic development.

18. Encouraging the Area Municipalities to move towards an agreed common system for designation of commercial-industrial land uses as zoning by-laws are reviewed and rewritten;

19. Support the staff inter-departmental committee at the Region which regularly reviews and expedites the progress of matters related to industrial subdivisions, servicing and planning and other assistance requested by industry and industrial developers with the assistance and involvement of the Area Municipalities staffs, where appropriate.

20. Developing an annual award or awards to be presented to Halton industry making outstanding contributions to the community; and involve the Chambers of Commerce in nominations.

21. Encouraging both Region and Area Municipalities to individually and jointly and through the Business Advisory Committee, on an ongoing basis, review development procedures to reduce the time required for the the processing of development proposals.

Marketing Halton in a more aggressive manner in the Eighties drawing on the strengths of all levels of government. The marketing plan must provide for the following:

22. Establishing programs which will strengthen Halton's competitive position to the east of the Region and which will maintain the Region's currently strong competitive position with areas to the west;

23.a) Identifying narrow industrial segments within growth sectors in medium to high technology industries in secondary manufacturing to which promotion can be directed.

b) Identifying opportunities in linkages between the Primary and other sectors and with attention to developments in Solid Waste Management.

24. Undertaking a study of the Tourism Industry potential for the Region of Halton to identify investment opportunities for the period to 1986.

25. Establishing distinctive marketing approaches for the geographic markets i.e. the domestic market, the United States market and the European market and other world markets, stressing aggressive personal contact.

26. Establishing a regional identity program that will successfully position Halton geographically and enhance the Region's image as an established business community.

27. Broadening the Region's reach in development through the active involvement of the hundreds of facilitators of investment including realtors, government officials, bankers and developers;

28. Developing and promoting the capability of the Region to act as the catalyst to development, merging municipal resources including physical, human and financial with potential investors in a manner so as to increase economic development in Halton.

29. Adapting the existing brochures such as Invitation for Investment, the Industrial Directory and Business Development Report to achieve better communications with target groups and the development of new brochures to communicate to the small industrialist, the higher order service executive and the International industrialist; and

30. Developing a broader involvement by Halton's business leaders in the promotion of Halton as a business location.

Co-ordinating economic development activities in Halton to ensure that the distinctive competence of each level of government is recognized and directed so as to achieve a powerful economic force on behalf of Halton residents avoiding needless dissipation of energies in unproductive or overlapping activities by:

31. Encouraging a closer liaison between the Regional Department of Business Development and the Area Municipalities through the Chief Administrators of the area municipalities and improved communications with the planning and development committees and councils of the Area Municipalities.

32. Encouraging a closer liaison with officials at the Ministry of Industry and Tourism, and,

33. Expanding the Regional Business Development Department in 1982 and 1983 to include another Business Development Officer.

Encouraging organization of Halton residents having impact on economic development in such a way as to support expansion of the regional economy including;

34. Maintaining an advisory group of senior executives from Halton's leading manufacturers and service industries to be appointed by Regional Council for the purpose of advising Council on matters related to Economic Development;

35. Encouraging Real Estate Boards serving Halton to jointly develop a region-wide listing of industrial-commercial properties available for sale and lease throughout Halton;

36. Encouraging regional Developers to form a Halton Developers Association;

37. Encouraging the Chartered Banks in Halton and other financial institutions to participate in a workshop information session on the financing of existing and new investment in Halton and, in particular, the needs of the small business.

38. Assigning responsibility to the Planning Department for the development of economic information for planning and monitoring the progress of the Economic Strategy.

39. Commiting financial resources to implement this strategy.

Assigning tasks to implement this Strategy as follows:

TASK	DESCRIPTION	ASSIGNMENT	TIMING
1.	Add serviced land in Milton 401 Industrial Park.	AREA REGION	1980-81
2.	Establish a task force to identify appropriate industrial land adjacent to Georgetown urban area.	AREA REGION	1980
3.	Develop and service 300 acres of land in Oakville.	AREA REGION	1980-81
4.	Continue with the upgrading of water services in Oakville to achieve a minimum acceptable level of service.	REGION AREA	1980-83
5.	Develop a Region-wide industry-directed labour training program to train skilled work force.	REGION	1980
6.	Establish a Regional Identity Program.	REGION	1980
7.	Develop a Public Relations program to project Oakville's favourable attitude towards development.	REGION AREA	1980

8.	Add a Business Development Officer to the Department of Business Development.	REGION	1980
9.	Direct Halton's promotional program to narrowly defined target groups.	REGION	1980-81
10.	Implement a campaign directed to industry in the 100 mile market.	REGION	1980
11.	Implement an existing industry support program.	REGION AREA	1980-81
12.	Adapt existing brochures and develop new brochures for the higher order service sector.	REGION	1980
13.	Development of a broader involvement by Halton's Business leaders.	REGION	1980
14.	Formation of a group of leading Halton Executives to advise Council on economic development.	REGION	1980
15.	Encourage Halton Real Estate Boards to provide a region-wide listing of available industrial-commercial properties.	REGION	1980-81

16.	Encourage Chartered Banks in Halton to form a committee to deal with problems related to financing of Halton business.	REGION	1980-81
17.	Establish a Regional staff interdepartmental committee to expedite development proposals and assistance.	REGION	1980
18.	Review industrial land in Acton Urban Area and develop a promotional assistance program to make it more marketable.	REGION AREA	1980
19.	Develop a labour/management cost/productivity data bank.	REGION	1981-82
20.	Make representation to have Milton and Georgetown Urban Area included in Toronto calling zone.	REGION AREA	1981
21.	Develop an annual award to be presented to Halton business.	REGION	1981

22.	Prepare a multilingual brochure for the European market and initiate advertising in Europe.	REGION	1981
23.	Complete Business Development organization with addition of second Business Development Officer to deal exclusively with new investor promotion and an Information Officer.	REGION	1981
24.	Encourage Regional developers to form a Halton association.	REGION	1980-81
25.	Strengthen contact on an ongoing basis with realtors, bankers, consultants, government and railways through newsletters, contact and visits to Halton.	REGION	Ongoing
26.	Encourage Programs to reduce impact between residential and industrial uses.	AREA REGION	Ongoing
27.	Move towards a common system of commercial-industrial zoning designation throughout the Region.	AREA REGION	Ongoing

28.	Review with Area Municipalities programs to speed up the processing of development proposals at both levels of government.	REGION AREA	Ongoing
29.	Monitor labour force skills on a regular basis.	REGION	Ongoing
30.	Invite representatives from the primary sector to submit proposals to the Region in 1980 regarding expansion of the primary sector including potential for development and linkages with the manufacturing and service sectors.	REGION	1980-1981

BACKGROUND

The goal of this Economic Strategy is to develop an economic climate in Halton during the Eighties which will create job opportunities which will utilize the skills, education and aspirations of existing and future Halton residents.

* Failure to implement an active economic development program will mean the possible loss of up to 9,000 jobs out of 21,100 potential new jobs by 1986. As Halton's population is projected to increase to 286,542 adding 22,500 residents to the work force, the implication is that an additional 9,000 residents will be forced to seek work outside of Halton or face severely reduced family income. (Tables 1 & 2)

* Failure to engage in economic development will mean that the rate of out-commuting from Halton will increase from the present estimated rate of 41% of the work force. The cost to Halton residents of working outside of Halton is becoming increasingly onerous as the energy costs escalate drastically. The affect on the Halton economy will be two-fold: (1) the loss of dollars spent outside of the Region and, increasingly, (2) the loss of family income available for purchases generally. This is the primary reason for an economic program in Halton.

* Failure to engage in economic development will inevitably, over time, result in an attrition of jobs within the existing business sector. The highly competitive situation in the Eighties will see Halton business come under outside pressure to relocate and the apparent indifference of the community would lead to a feeling within the business sector that the community attitude was not supportive. A weakening of the economy could well result. Eventually, the community will lose the vibrancy and excitement which comes from a balanced residential and industrial-commercial base.

* In the difficult competitiveness of the Eighties, it is important to Canadian well-being that jobs be developed in those locations that offer particular advantage. A decision by Halton to discourage job development in this key area of Canada's manufacturing heartland can only reduce Canadian competitiveness in attracting new investment.

* Implementation of supportive policies to create jobs in Halton at levels indicated in this Strategy should develop an incremental job increase over past trends. The incremental investment should, also, enhance already favourable trends of increased commercial-industrial tax assessment versus residential.

* To be most effective, job opportunities must relate to the existing and future needs of Halton residents; otherwise, both in-commuting and out-commuting will increase.

* There will be a shift in the work force by 1986 to the 25-34 age group. 12,000 additional residents will be in this group with 5,000 extra in the 15-24 age group. Since no major intervention is projected in the development of housing in the Region, the composition of the work force by 1986 is expected to be similar to that in 1979. No significant shift in job mix is anticipated.

* By 1986, a projected creation of 20,830 jobs throughout Halton will increase work opportunities to nearly 100,000 and could reduce the out-commuting from 41% of the work force to 36-38%.

Creation of investment in manufacturing facilities and jobs will have first priority during the Eighties in Halton.

* In the Eighties, Ontario secondary manufacturing should continue to be competitive versus foreign competition because of potential Canadian energy self-sufficiency, cheaper natural gas and electricity and a reasonable level of labour cost and productivity. Relative to the West, Ontario manufacturers enjoy advantages of water supply and access to major markets and will continue to attract the majority of investment in Canadian secondary manufacturing.

* Nonetheless, Ontario will experience, like other industrial countries, a decline of employment in secondary manufacturing from 27.2% to 24.1% in the Eighties. Only 6-10,000 jobs are projected to be created per annum in Ontario in the manufacturing sector.

* Because of a relative provincial decline in manufacturing employment expected in the Eighties in Ontario and because of a resident work force with a relatively high non-labour component, it would appear that the emphasis should be placed elsewhere. This should not be the case.

* In 1979, secondary manufacturing employed approximately 26,630 in Halton or 34% of the total work opportunities. Expansion of manufacturing in Halton can provide at least 7370 jobs by 1986 through expansion of existing businesses and the attraction of new investment. Tables 4 and 5. In spite of a relative decline in manufacturing employment creation in Ontario, Halton's past attractiveness to growth sector investment as well its fortuitous geographic location, place the Region in a good position to expand its secondary manufacturing base by 1986.

* Failure on the other hand, to undertake an aggressive promotional and support program will see a likely loss of expansion jobs to other locations and an increasingly narrow reliance on the service sector. In addition, job creation resulting from the twenty-three manufacturing firms attracted per annum in the past decade through promotional efforts as well as eight to ten potential incremental firms and their employees per year may be lost.

* While the primary sector in Halton is not a major source of employment, it is not insignificant. The agricultural sector employed nearly 1500 in 1976 and the production from nearly 800 farms totalled over $15,000,000. The mineral aggregate industry in Halton produced nearly 11,000,000 tons (English) of aggregates with up to 600 employees in approximately thirty pits and quarries. Over 400 are employed in Halton's forestry industry.

* The primary sector plays an important role beyond the direct jobs created in that it provides indirect jobs involved in servicing or processing its products. Existing manufacturers in Halton which are linked to the primary sector employ approximately 3,000 persons.

* It is recommended that representatives from the primary sector be invited to submit proposals to the Region in 1980 regarding expansion of the primary sector including potential for development of linkages between the primary sector and new investment in manufacturing and the service sectors. If required, a consultant study should be undertaken in 1981 to further define opportunity for promotion.

Creation of investment and jobs in the higher order of service operations will have second priority during the Eighties.

* Ontario's already heavy dependence on jobs in the service sector will intensify by 1986. Service sector jobs can be meaningful in Halton in meeting job skills of residents, including managerial, administrative, systems analysis, clerical skills and jobs for women as well as opportunities for unskilled men and women coming into the work force for the first time. (Tables 6 and 7)

* Major shopping centre developments in the QEW corridor will have a significant influence in the retail sector without further intervention to 1986.

* The primary opportunity for intervention is in the business support services area and particularly those financial, real estate, insurance and communications services covering an extended market area and open to promotional intervention. (Higher Order Services).

* Halton has a need for service jobs and offers investors advantages of competitively priced land and buildings, an inventory of existing office space in Burlington, new space being built in Oakville, potential campus-like settings, an excellent living environment, a large pool of clerical, administration, management and systems analysis people commuting out of Halton and access to Malton Airport particularly after completion of Highway 403 to Oakville.

* Many higher-order service firms have moved from Montreal into the Metro Toronto area including Halton. These firms include a wide spectrum of companies including corporate head offices of manufacturing firms, finance, accounting and communications activities.

* Corporate head offices of major manufacturing firms could be attracted to a Halton environment in part because of the proximity of Halton to multi-plant operations from London to Oshawa.
    - computer and business machines companies' offices
    - paper products industries' offices
    - business forms and supplies companies offices
    - chemical company offices
    - machinery company offices
    - metals industries' offices
    - food processing industries' offices
    - pharmaceuticals industries' offices

* In terms of firms in the service sector itself, the principal areas of opportunity appear to include; engineering, architecture, real estate development and construction, insurance, financial services, transportation and communications, labour and trade organizations and research/ laboratories.

* A resource available to future development in the Higher Order of services sector is Bronte Creek Provincial Park. This park could serve as a focal point for the development of tourism related activities in the QEW corridor. A study of this resource in relation to total tourism potential should be undertaken in 1981.

* The proposed development of a major world quality business training centre at the Glen Abbey Golf Course in Oakville with ample, high quality business facilities will be a major drawing card.

* The QEW corridor is expected to be the key location of higher order service investment. It is possible, however, that some development of this nature will be attracted to highway exposure lands at the proposed Milton/401 Industrial Park.

* While there is a strong movement to the suburbs, the tendency has been to concentrate in surburban centres with a high concentration of services and population. While promotional efforts are needed, the 1500 jobs possible to 1986 are still a small proportion of those needed.

It is basic to the economic development of Halton that each of the three transportation corridors be developed to enable each to achieve its maximum potential in coming decades.

* Economic Development occurs along transportation links. Halton is fortunate in having three such transportation corridors: The QEW corridor in the South, the 401 Highway Corridor in the central portion and, in the North, the Highway 7 Corridor.

* The QEW Corridor, the historical east-west transportation link in Halton, contains the main CN line and the main highway linking Toronto and Buffalo. 77 percent of Regional population and employment is concentrated in this corridor and a significant level of economic growth has occurred in recent decades in this area. The economic base in this corridor has developed to the point that it is, itself, an attraction to further investment and an expanded level of development has the highest priority.

  Burlington, at the western end of the corridor has attracted, on an average, eight new manufacturers and 259 employees in each year since 1971. Historically, a number of firms expanding from Hamilton, have located in Burlington. <u>For this reason the new competitive promotional and land acquisition policy of Hamilton-Wentworth requires that Burlington's activity be carefully monitored to ensure that the momentum of development in recent years is maintained</u>.

Expansion of Oakville's development potential is critical to Halton improving its competitive position in attracting a share of industry which has previously favoured locations nearer to Toronto. Establishment of a larger inventory of industrial land in well-planned business parks supported by a new community attitude towards development should lead to an improved level of manufacturing investment at the eastern end of the QEW corridor.

* The 401 Corridor is the Region's window on Ontario's major truck route between Detroit, Toronto and Montreal and, as such, is of strategic importance to Halton's future economic development. The period to 1986 will see a major thrust in the development of this corridor with the opening of the Milton 401 Industrial Park strategically located at the intersection of Highway 401 and Highway 25. Development of these lands has the highest servicing priority as part of the Strategy.

* The Highway 7 corridor, while unlikely to compete directly with either the QEW or 401 corridors, must be assisted during the Eighties. Additional industrial land is required adjacent to the Georgetown Urban Area and attention given to the special promotion needs of lands throughout Halton Hills. Servicing of new industrial land in Halton Hills should be undertaken after the first phase of the Milton lands has been committed in 1980-81.

The existing business sector in Halton will receive primary promotional attention to 1986.

* Halton provides 79,000 work opportunities of which 66,000 are filled by Halton residents. The continued existence of these jobs and the expansion of firms in Halton is critical to the economic growth of the Region.

* The manufacturing sector and certain higher-order service industries with markets beyond Halton are susceptible to relocation efforts from competing areas. Studies have shown that existing Halton industry needs more contact by government to attain an appreciation of the comparative benefits of expanding within Halton.

* Undertaking a program of support to existing industry is relatively inexpensive, about one-third the cost of attracting new investment. A satisfied, informed, existing business sector will serve as a salesman for new development.

* Special attention should be given to the Ford Motor Company's operations in Oakville. Ford represents nearly 6500 employment positions in Halton. During the period to 1986, the automobile industry will be under constant strain to meet new restrictive demands of the government and the marketplace. The company must be made to feel that their continued presence is important to Halton.

* One of the world's great multinational firms, Xerox, has a small operation in Oakville and owns extensive land adjacent to the QEW corridor for future development of new assembly facilities. The Region should continue encouraging Xerox to expand into their QEW/Winston Churchill property -an action which could serve to draw other high technology firms to what could be developed as a high technology park at the eastern end of the QEW in Halton.

Promotion of new investment will concentrate, in the short term, on domestic markets and, in particular, the market within 100 miles. For the longer term, promotion to develop investor awareness of Halton will be undertaken in the United States and Europe.

* The area of greatest potential in the short term is the domestic market with 100 miles of Halton. 40% of Canadian manufacturing exists within this radius and the changing needs of industry provides significant opportunity for Halton providing firms are sufficiently aware of what Halton offers. 90% of new manufacturing investment to 1986 should come from this market.

* It cannot be assumed that Halton will automatically be considered by firms relocating within the 100 mile market. Firms within 100 miles will be subjected to extensive promotional efforts by other municipalities and contact must be made regularly to ensure that information is available to the company when it decides to relocate.

* Extensive effort is required to establish a Halton identity in dealing with the 100 mile market. Halton must be associated geographically and contact with growth industry firms in the market area constantly reinforced. The contact, which should be personal, must, of necessity, be time consuming to be effective.

* Contact through the Regional Business Development Department will ensure that all municipalities within the Region are exposed to the target market and that there is not a costly overlap of advertising and promotion.

* Promotion to the rest of Canada can be achieved with a lesser degree of personal contact. In the longer term, a program to create investor awareness of Halton in the United States and Europe is necessary if Halton is to attract its share of future potential investment from Europe in the mid to high technology industry.

Investment of all types compatible with municipal zoning bylaws will be welcomed but promotion will be targeted to identified growth industries.

* Halton industry includes representation from most industrial categories but its industrial base has been narrower than Peel, Waterloo and Hamilton-Wentworth. Halton has, however, the ability to sustain most industries and most industry should be welcomed.

* In the 1971-78 period, Halton experienced significant additions to its economic base in metal fabricating, machinery, electrical products, rubber and plastic products, non-metallic mineral products, printing and publishing, chemical products and wood industries. Neighbouring areas have also had success in attracting investment in these and other classifications.

* Identified growth industries applicable to Halton include:

  - Chemicals
  - Metal Fabrication
  - Food Processing
  - Electrical Products
  - Communications
  - Non-Metallic Mineral Products
  - Non-Electrical Machinery
  - Printing and Publishing
  - Rubber Products
  - Motor Vehicle and Transport Equipment
  - Petroleum & Coal Products
  - Aircraft parts

  Most of these growth industries are already represented in Halton and some were responsible for considerable investment in Halton during the 1971-78 period and thus offer particular opportunity for promotion.

* Those industries requiring extensive water and sewer services will be restricted to location in the QEW corridor. Otherwise, there is little difference in the attractiveness of one location in Halton versus another except for market-supply orientations of particular transportation corridors.

* Most of the growth industries will be under considerable pressure to locate at a place other than Halton. Personal contact with these firms will be particularly important.

Attraction and support for small manufacturing firms will be an integral part of this Strategy in the Eighties. Small business should be big business in Halton!

* Most of Halton's manufacturing concerns are not large. About 80% of the companies employ under 100 people each. A number of firms throughout Halton, however, have started small but over the years have grown to the point of making a large contribution to the Regional economy.

* Small firms offer a number of advantages. Small firms are more independent and will help to maintain a dynamic character within Halton in the future. Small firms have greater potential for explosive growth, provide services to local economies and are more integrated into local business and other job markets.

* Studies have demonstrated the significant job impact of the smaller firm. Small firms have tended to receive the least amount of information on Halton yet employee growth of 18 firms with 1-19 employees at startup increased 274% versus a 106% rate for medium size firms (20-99 employees) over a similar period.

* The approach to small firms must be done in such a way as to not reinforce the impression that exists among some industrialists that Halton is a "Quasi-Industrial Area" composed of small manufacturers, warehouses and distributors.

* The attraction of small businesses requires extended personal contact and assistance including access to financing availability of building space in multiple unit buildings, small parcels of land appropriately priced with outside storage for erection of industrial buildings, and assistance in meeting ongoing labour needs.

* Halton financing institutions including the chartered banks can offer a valuable service in the attraction of the small businessman-entrepreneur by developing a coordinated approach to the particular financing problems of this individual.

* Halton offers a viable alternative for small businessmen who want to be close to the major industrial concentrations but not swamped by them.

Implementation of this Economic Strategy will necessitate that the following steps be taken.

An additional 1050 acres of land in planned industrial-business parks must be processed and serviced throughout Halton. In terms of job creation targets the most serious deficiency is in Milton and, secondarily, Oakville.

	ACRES		
	Required[1]	Available	Deficit
BURLINGTON	520	420	100
OAKVILLE	450	250	200
MILTON	780	210	570
HALTON HILLS	300	120	180
REGION	2050	1000	1050

1 Includes extra 25% for minimal inventory requirements.

* The Milton 401 Industrial Park proposed in the 401 corridor at Highway 25 includes 650 privately owned acres on full urban services as well as additional acreage on partial urban services. Servicing and development of a portion of this land should be undertaken in 1980-81. The Regional and Area Municipalities will continue to play a key promotional role at the Milton location through 1986.

* Development planning for a minimum of 300 acres of land along the QEW corridor is currently underway in Oakville.

Particular attention to the development of industrial land in Business Parks is required in Oakville to meet the level of service expected by the market. The opening of industrial land owned by Genstar north of the QEW offers particular promise for development to 1986.

* Upgrading of water distribution in Oakville is urgently required as part of the upgrading of industrial lands in Oakville to be competitive with lands to the east of the Region. Priority should be given to the correction of flow-pressure deficiencies to existing industrial areas after the opening of sufficient industrial land to meet the job requirements for the 1980-86 period. It is recommended that the Region work to achieve a minimum level of water pressure throughout industrial lands and, until this is achieved, that industry with unusual demands be located in those areas where water pressure can be achieved without additional municipal support.

* Halton Hills is a unique situation because of the lack of industrially designated land and limitations on servicing. A joint Regional/Area Municipality Task Force is required to identify land adjacent to the Georgetown Urban Area for zoning and partial servicing for industrial use by 1981-1982.

* Some rural serviced industrial land is beneficial within Halton. Because of the availability of full services in the QEW corridor, rural or partial-serviced land should be limited to the 401 and Highway 7 corridors and, in those areas, adjacent to urban centres from which full urban services might ultimately be extended when available. Increased availability of land with limited services should be accomplished based only on demonstration of need for additional land in general; for a particular industry; and for employment creation within an urban area of a municipality.

* Halton will continue to review the need for regionally owned industrial land in accordance with Regional Policy. Regional Council will be advised annually regarding the need for land acquisition in any part of Halton to:

  i Provide for a more aggressive marketing of a municipal location.

  ii Ensure that there is sufficient serviced industrial land with a full range of parcel sizes and zoning in each Urban Area to provide for a five year absorption as determined by the Economic Strategy.

  iii Ensure that at least one-third of serviced industrial land in any Urban Area is freely available for construction of facilities by non-developers.

  iv Ensure that the pricing of serviced industrial land in Halton remains competitive with that in adjacent municipalities.

  v Open up new industrial areas or serve special purposes not of interest to the private sector to meet the needs of the Economic Strategy.

Areas for particular attention in the 1980-86 period include:

i Burlington, where municipal industrial land ownership in the past has given positive impetus to development. The question is whether or not the large number of experienced developers in Burlington will agressively market their industrial lands at competitive prices without the counter-balance of municipality owned land.

ii Halton Hills, where Regional involvement may be necessary for acquisition of land for industrial purposes by 1981 should the study of Halton Hills' land needs recommended for 1980 reveal a lack of capability within the private sector.

iii Acquisition of land for a Refuse Derived Fuel (RDF) facility in the QEW corridor may provide an opportunity for industrial land acquisition to facilitate development of linkage industries in association with the facility.

* Close monitoring of industrial land pricing is necessary to ensure that industrial land pricing falls within the range of land pricing in Brampton and Guelph. Imposition of commercial-industrial levies which would place land costs in Halton in an uncompetitive position, should be avoided.

* A task force composed of representatives from Oakville and the Region, should be formed to consider options for development of a business-office centre(s) in the Oakville area which would include the utilization of lands adjacent to the Sheridan Research Centre and the property owned by Xerox.

The achievement of this plan is, in part, dependent on the future ability to move the work force within economic corridors and the development of a program to provide for the teaching of skills to new entrants into the Halton work force.

* Development of higher order service office employment involves a significant utilization of female workers particularly in clerical and administrative jobs. The availability of an improved public transportation system along the QEW corridor perhaps based on special commercial/industrial runs as operated successfully in several communities, is important in the attraction of new investment. The Region with representation from Oakville and Burlington should review transportation services to commercial areas linking the two municipalities and attempt to upgrade where feasible.

* Growth industries in most communities in Ontario experience shortages of skilled staff. There is a similar situation within Halton. Halton needs to take the initiative in developing with Sheridan College, provincial and federal governments, the Halton Board of Education and industry, special training programs for skills which are in particular demand by Halton industry.

* Labour rates in Halton are competitive; however, a small deterioration in Halton's relative labour cost position could encourage a number of firms to relocate to the United States. Through contact with industry, the Region should undertake to communicate data on labour and management costs and benefits, as well as productivity to Halton industries and prospective investors.

* Over 1000 women in Halton are kept from working because of lack of day care facilities within the community. Information on day care needs should be communicated to the private sector to encourage development of additional space throughout the Region and make it possible for these women to seek employment.

* A program to encourage Halton employers to employ physically handicapped should be undertaken to expand opportunities for this group of Halton residents.

* Continued monitoring of work force skills within Halton is required to ensure that prospective investment relates directly to Halton needs.

There is a need to maximize Halton's natural advantage of access to Metro Toronto, south-western Ontario and the north-eastern United States

* Better access is required to the QEW corridor at Burlington's Appleby and Walker's Lines. Burlington's serviced industrial land is focused around the QEW at the Walkers Line and Appleby Line locations. Plans to construct the Appleby Interchange should not be delayed and planning for improvement to the Walkers Line interchange should be undertaken immediately.

* Support should be given to the construction of Highway 403 parallel to the QEW by the late Eighties to reduce the increased congestion in that corridor.

* Efforts should be made to attract additional trucking services as well as a customs office to the 401 corridor.

* Representation should be made to include Milton and the Georgetown Urban Area within the local calling zone of Toronto to reinforce their economic relationship with the Toronto Area.

A number of steps must be undertaken by government to demonstrate a supportive attitude towards economic development.

* Oakville's past attitude towards development still causes some investment loss even though the current attitude is, in fact, supportive. Special attention to a public relation program involving realtors, developers and Oakville Town Officials and staff is required as well as better public communication of positive steps towards development being taken by the Oakville administration.

* Existing industry believes that government is not supportive of their needs. Development of an industry contact program will provide a means for industry to resolve problems related to day-to-day operations within the community.

* Combined efforts must be made to reduce the impact of residential land uses on older industrial areas to reduce the tensions which develop to the detriment of economic development.

* Each area municipality has its own designation for industrial-commercial zoning creating unnecessary confusion and delay. The Area Municipalities should move towards an agreed common position for designation of commercial-industrial land uses as zoning by-laws are reviewed and rewritten.

* A staff interdepartmental committee is necessary at the Region to regularly review the progress of matters related to industrial subdivisions, servicing and planning and other assistance requested by industry.

* Greater recognition of industry is required particularly in Oakville. The development of an annual award or awards to Halton firms making particular community contributions should aid a more positive community image throughout Halton.

The impact of world conditions on Halton for the Eighties creates the need for increased aggressiveness to attract and hold investment. Halton's marketing Plan will include provisions to cover the following:

* Becoming more aggressive in fostering new investment within the Region by:

  i Strengthening relationships with both the Provincial and Area governments to improve communications and cooperation relative to economic development;

  ii Promoting effective utilization and presentation of resources available to investors such as land, market location, energy, etc;

  iii Undertaking a more personalized promotional program to target industry; and

  iv Improving communication regarding Halton's successful involvement as part of Canada's major industrial-marketing heartland.

* Recognizing that Halton has been successful in attracting investment in the Seventies but will face changing competitive pressures in the marketplace in the Eighties. In terms of the manufacturing sector, Halton's volume of new jobs from new industries has been quite strong, similar to that of the Waterloo-Wellington area, but higher than Brant, Niagara and Hamilton-Wentworth. While data is scarce, Peel, in particular because of its proximity to Toronto, continues to outpace all competing municipalities.

  i. Burlington has averaged nearly eight new manufacturing establishments per year since 1971 with an average of 259 new employees per year and the pace has quickened in recent years. Historically, Burlington has benefited by spillover from Hamilton and, increasingly, from the Toronto area. The increased competitiveness of Hamilton-Wentworth may be offset by the added new industry which may be drawn to consider Hamilton-Wentworth because of increased promotion, but on investigation, prefer Burlington as the location. Burlington will continue to compete with areas to the west and land pricing and skilled labour availability will be important determinants.

ii. Oakville has traditionally been considered by firms considering manufacturing locations from Toronto to London. The Town has attracted over nine industries per year but with a smaller level of employment (136) than in Burlington. The competitiveness to the east is not expected to intensify in the 1980-86 period. The opportunity exists for incremental growth from a program directed to the type of firms which have previously opted for Peel Region by offering a greater land choice and a more supportive position by government. The completion of Highway 403 will improve Oakville's access to Toronto International Airport.

iii. Milton has historically attracted less than three new industries but with a relatively high level of employment in each (87 new jobs per year on average in total). Addition of significant new industrial land coupled with energy shortages and costs which will encourage location of industry nearby to Toronto will favour development in this area in the 1980-86 period. It is important that Milton is investigated by many firms and, in particular, those attracted for market or supply reasons to the 401 corridor.

iv. Halton Hills has had an industry attraction record in the past similar to Milton but has generated a higher number of jobs on average per year (107). Halton Hills tends to compete with Brampton to the east and Guelph to the west with some competition for industries considering the 401 corridor. Halton Hills will ultimately compete directly within the 401 corridor as industrial land is developed on the 401. In the 1980-86 period, however, the primary direction will be within the Highway 7 corridor and factors of land availability, pricing, access to Toronto Airport and promotion will have significant bearing on company location.

* Planning to attract nearly 9,000 new jobs in the manufacturing and higher order service sector and approximately 217 new industries in the 1980-86 period.

JOB CREATION TARGETS
1980-1986

	BURLINGTON	OAKVILLE	MILTON	HALTON HILLS	REGION
MANUFACTURING	2620	2150	1860	740	7370
WHOLESALE	350	210	150	-	710
CONSTRUCTION, TRANSPORTATION, COMMUNICATION AND UTILITIES	360	390	480	220	1450
RETAIL	3170	1410	200	210	4990
BUSINESS SERVICES	1140	790	370	90	2390
COMMUNITY AND PERSONAL SERVICES/ GOVERNMENT	2100	1300	310	250	3960
TOTAL	9,740	6,250	3,370	1,510	20,870
No. Mfg. Industries	70	82	35	30	217

* Narrowing promotional efforts to:

  i Major target industrial groupings within the secondary manufacturing and higher order service sectors which offer high potential for success;

  ii Companies with linkages to the primary sector to be determined from government and sector authorities in 1980 and, if required, selected consultant studies in 1981; and,

  iii Companies with linkages to a regional Refuse Derived Fuel facility based on opportunities to be identified through a consultant study and to be conducted by early 1981.

* Establishing geographic priorities for promotion:

  i First priority in the Canadian market and, in particular, the 166 kilometre market with emphasis on advertising, personal contact and a special promotional program to the higher order service executive; (Appendix I)

  ii Second priority to the United States market with emphasis on a minimal advertising campaign to maintain continuity of awareness and a contact program through banks and the Ministry of Industry and Tourism to establish new channels of opportunity; and

  iii Third priority to the longer range objective of establishing awareness in those European countries with heavy investment in medium and high technology production with a three year entry program including:

      1980 - investigations through government and bank sources
      1981 - advertising
      1982 - Trade Fair participation

* Establishing a Regional Identity Program to:

  i Identify Halton Region's key location within the western Metropolitan Toronto market area between Toronto and Hamilton; (Appendix II)

  ii Establish the image of Halton Region as a developing industrial base and not a "Quasi-Industrial" area; and

  iii Establish an identity for Halton Region as being a concerned governmental body capable of customizing deals to facilitate economic development.

* Stressing the Region's locational advantages including:

  i Particularly, in regards to the domestic market, Halton's location within Canada's major market area; the superb executive-living environment; good communication and transportation links; a skilled labour pool and training program; excellent industrial land backed by assured water and sewer service (in 75% of population area) at competitive low costs; the success of attracting prestige business firms with an excellent track record of success in the Seventies; and a large pool of out-commuting managerial, administrative, clerical and skilled labour; and

ii In addition, in the United States market, the security and price of energy supplies in Canada; the size of the Canadian market and the benefits of servicing it from Halton versus the United States; the benefit of a rationalized plant operation; and the efficiency of dealing with a regional government able to provide confidential input on a number of municipalities.

* Serving as the catalyst to development bringing together resources (physical and human) investors and facilitators to customize development projects within Halton area.

* Drawing on the resources of "facilitators" such as government agencies, real estate brokers, consultants, developers, other business people through programs of:

  i Familiarization through expansion of the successful Halton tours and seminars within Halton;

  ii Personal contact and sales visits to sales offices;

  iii Promotional brochures and newsletters;

  iv Special "Business to Business" kits.

v Continued annual production of an industrial directory for use by existing and prospective investors;

vi Development in 1980 of a special brochure for use with executives in the Higher Order Services Sector stressing community environment, availability of clerical skills and land suited for development of offices in a campus-like environment;

vii Development of specialized promotion sheets related to particular target industries; and

viii Modification of the Region's audio-visual presentation, "Set your Sites on Halton", in 1981.

* Coordination of activities by the Area Municipalities as part of the sales effort including:

i Special sales assistance by municipalities to deal with investment leads established through Regional advertising and promotion; and

ii Special promotional support for communities such as Halton Hills and Milton where developers are not in a position to undertake the normal effective promotion of industrial land.

It is critical to the success of this Strategy that the Region and the Area Municipalities cooperate in the area of economic development in order that energies are not needlessly dissipated in unproductive or overlapping activities. Input by the Area Municipalities and the Region and coordinated by the Regional Department of Business Development will create a powerful economic force within Halton.

* The Chief Administrators in each of the Area Municipalities represent a logical point of on-going contact between the Region and the Area Municiplaities in the area of economic development. This senior executive is in a position from which critical liaison can be established involving key staff members and municipal resources in support of new investment development. It is recommended that the Regional Department of Business Development meet with Chief Administrators on a regular basis, individually or as a group, to review progress and problems related to implementation of this Strategy.

It is recognized that the Area Municipalities are particularly involved in the function of planning for economic development as well as, with the Region, expediting development applications by investors. The Chief Administrators are in a position to ensure involvement by the Region in these particular areas of interest.

* Better communications will lead to improved coordination of activities between the Region and the Area Municipalities in economic development. In addition to a closer working relationship with Chief Administrators, the Region should make periodic reports to committees or Councils at the Area Municipalities informing these groups of steps being taken with regards to economic development and to provide a regular forum for input by local councillors.

* Better communications requires an allocation of time. It is necessary that the Regional Department of Business Development be expanded between 1980-81 to ensure better contact with Area Municipality staffs and Councillors as well as in the contact with existing industry and new investment promotion.

It is important that Halton residents having impact on economic development be encouraged to organize for growth. Individuals and organizations should be encouraged to organize in such a way as to support expansion of the regional economy.

* It is recommended that an advisory group to primarily include leaders among Halton manufacturers and service industries, be formed by Regional Council to advise Council on matters related to Economic Development.

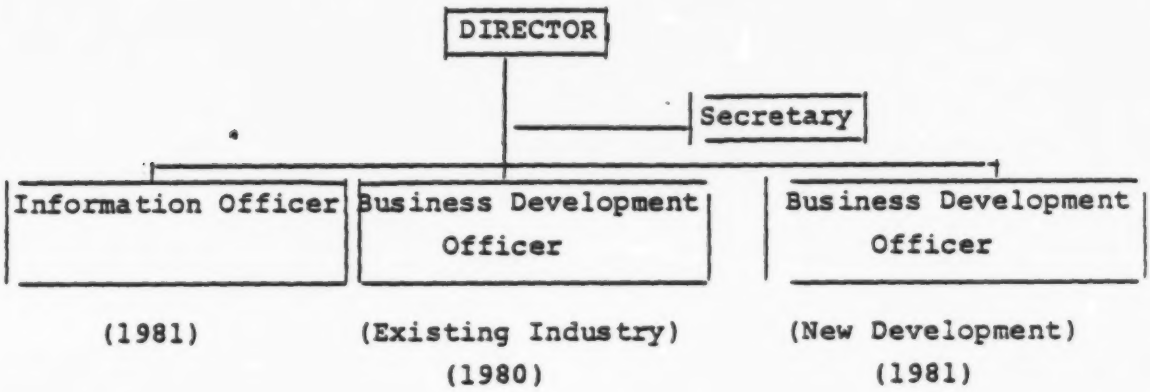
* The Real Estate Boards serving Halton will be encouraged to develop a region wide listing of industrial-commercial properties throughout Halton for sale or lease in order that regional industrial commercial realtors can deal more efficiently with potential investors than is now possible.

* Regional Developers will be encouraged to form a Halton Developers Association in order that it will be more effective in voicing its concerns regarding development within Halton.

* The Chartered Banks and other financing institutions in Halton will be encouraged to form a committee that will develop a method for broadening their ability to deal with the expanding business within Halton. This is particularly important to the small manufacturer who often is at a disadvantage in arranging financing for operation and expansion.

Job creation into the Eighties in Halton requires a financial commitment to staffing and promotion which will permit the Region to compete in the marketplace for new investment.

* To implement this Strategy, it will be necessary to increase the complement of the Regional Department by two. The organization should include:



* The Business Development Officers will have individual responsibilities to implement the extensive personal contact requirements indicated in this Strategy. The existing sector will necessitate regular contact and promotion to over 500 Halton firms. Providing to new industry will involve contact with approximately 200 firms per year considering location in the Metro Toronto area.

The information officer will be responsible for publication development, mailshots, advertising, realtor visits, regional business newsletter and general inquiry handling.

* The average annual cost for the regional Business Development program between 1980 and 1986 is estimated at $256,000 or less than one dollar per capita.

	1980	1983	1986
SALARIES/Benefits (Complement)	$73,000 3	141,000 5	181,000 5
ADVERTISING/ Promotion Brochures	63,000	99,000	127,000
MISC	19,000	22,000	27,000
TOTAL	$154,000	$262,000	$335,000

* The projected cost for operation of the department should equate with up to 9,000 jobs expected to be influenced by a strong economic development program over the seven year period between 1980 and 1986 or 200 dollars per job. It fails to take into account the potential benefit from the protection of already existing jobs in the economy.

* Additional costs relative to special servicing or acquisition of industrial lands, special transportation analysis and development and maintenance of a data bank would be in addition to the cost estimates relative to promotion.

Progress towards achieving goals and implementing policies in this Strategy is observable and measureable and should be undertaken.

* Objectives have been set in terms of jobs by municipality and by employment sector as well as new firms averaged over the seven year period ending 1986. The conditions and policies required have been delineated. Tasks have been priorized and assigned in terms of levels of government. Analysis of progress and variances is possible.

* Monitoring and Information gathering will include:

  Industrial Land

  (Q) Amount of land in process of being serviced (amount, size, location)
  (Q) Amount of serviced land vacant (amount, location, price, size, zoning)
  (Q) Amount of serviced land sold (amount, location, price, size)

  Industrial and Office Buildings

  (Q) Inventory of space (building, type, amount, location)
  (Q) Plans under consideration (building, type, amount, location)
  (Q) New Construction (company, location, amount, building type, value, employment expected)

Employment

(BA) Inventory of employment
(Sector and municipality)
(BA) Inventory of Residential skills
(A) Survey of Wage Rates and benefits

Miscellaneous

(A) Additions to number of manufacturers
(Halton and competition)
(S-A) Analysis of inquiries, active and completed projects and job creation.

* The development of a data collection system to provide the data base for monitoring and analysis should be undertaken by the Policy and Research Division of the Regional Planning Department because the data included has impact in areas other than the Economic Strategy and a data collection system is already being developed. It is recommended that funds be allocated to that Department to develop the data collection systems before 1982 and that a staff person be included within the Division to assist in the data collection related to economic development and be responsible for monitoring and analysis.

* As the data collection system is developed, the task of evaluating the effectiveness of business development intervention will be simplified.

APPENDICES
AND
TABLES

APPENDIX I REGIONAL MEDIA PROGRAMME

Research has suggested that Halton lacks a strong image as an industrial centre. Some non-locating industries have viewed the Region as being quasi-industrial.

At the same time, the direction of the Economic Strategy is to direct efforts to a narrow list of target companies in growth sectors of the economy. Halton is fortunate in having successful existing firms in these sectors operating within the Region.

In 1980, the Region will undertake a new media campaign in North America based on testimonials from firms within Halton. Half page advertisements in the Financial Post will contain pictures of Halton executives and their testimonials as to why their firms selected Halton when they could have located in a number of places. The testimonials will contain representatives from all municipalities within Halton. The testimonials will stress Halton's locational features such as transportation, land, skilled labour, government assistance etc.

The campaign when coordinated with the new logo (Appendix II) will provide a strong image of industry-success in this area. It has the advantage in that the general theme can be carried out for more specialized approaches to the Small Business and the Higher Order Services Sectors. Also, the testimonials can be included within the promotional materials.

It is planned to significantly increase advertising to the 166 kilometre market raising expenditures from $9,000 in Canada in 1979 to $26,000 to create a necessary level of awareness. It is anticipated that inquiries from firms in Canada could increase by 300 to 400% for a cost of between $150 and $175 per contact.

Advertising in the United States will be limited to three half page advertisements in the Area Development Magazine at a cost of $3500. This is regarded as sufficient to maintain contact with the Real Estate Divisions of the major United States firms.

APPENDIX II REGIONAL IDENTITY PROGRAMME

Commencing in 1980, the Region will undertake a new Regional Identity Programme. One of the facts revaled by Woods, Gordon & Co. indicates that the Region of Halton has little clear cut identity outsite the Region. This is not surprising given the relative newness of Regional Government as well as some confusion between Halton Region and Halton Hills.

A strong identity programme will be launched in 1980 and introduced, as budgets permit, to all Regional Departments over the next two or three years.

The proposed design condenses the official name, "the Regional Municipality of Halton" to a simpler, more readily identifiable HALTON REGION. The addition of the word REGION to the logo design clearly indicates that Halton is, in fact, a land mass, rather than simply a governing body.

The type style used, while traditional in design, is contemporary in concept when combined with a strong circle of green (an official colour of the Region) the use of the circle reinforces the theme message used with promotional materials.

"Between Toronto and Hamilton -
at the centre of success".

Without the theme message, the logo is simple and modern with the colour reflecting the green in the Regional Administration Building. With the theme message, it immediately locates the Region for potential investors while suggesting an area of affluence and success for businesses location within Halton.

In 1980, the logo will be utilized in media advertising in Canada and the United States. Regional promotional material will be modified as supplies are exhausted at a cost of about $2,000 in 1980.

Other steps will be taken in the longer term to reinforce the regional identity. Possibilities include promotion of a "Halton Festival", activites related to the Canadian Open, and a Yacht Race from both Burlington and Oakville.

APPENDIX III REGIONAL PROMOTIONAL PROGRAMME

In 1980, a special direct mail promotional program will be undertaken directed to a narrow carefully selected list of executives particularly in the Higher Order Services Sector. This campaign will focus on life style environment in Halton and be oriented in the 1980 to golf.

A series of golf-related mailings will be followed up by a special invitation Halton Golf day at the Glen Abbey Golf Course. The objective is to attract the busy chief executive to Halton under pleasant circumstances to expose him to the climate for investment in this area.

APPENDIX IV THE COMMUTING EXECUTIVE

Site locational decisions are often made by a member of management who has lived or worked in a particular area. Halton has over 11,000 managerial individuals leaving Halton daily to their place of work.

In 1980, an advertising campaign utilizing car or station displays on the GO Transit will be tested for response. The cost for a four month test will be $6,200.

Table 1

Population Growth by Municipality

	1979	*1986	Change	Annual Growth Rate %
Burlington	111,200	132,970	21,770	2.8
Oakville	70,850	82,330	11,480	2.3
Milton	24,170	32,780	8,610	5.1
Halton Hills	34,030	38,470	4,440	1.9
Region	240,250	286,550	46,300	2.8

* The 1986 population forecasts are based on mathematical projections and are considered to be realistic estimates of population growth to 1986. If the housing market conditions are favourable, it is possible that up to 14,000 additional persons would be added to Oakville population figure for a total of 96,000 by 1986.

Table 2

Population Work Opportunities

	1979 Population	Work Opportunities	Activity Rate
Burlington	111,200	31,500	.28
Oakville	70,850	29,000	.41
Milton	24,170	7,600	.31
Halton Hills	34,030	10,700	.31
Region	240,250	78,800	.33

	1986 Population	Work Opportunities	Activity Rate
Burlington	132,970	41,200	.31
Oakville	82,330	35,600*	.43
Milton	32,780	10,900	.34
Halton Hills	38,470	12,200	.32
Region	286,550	99,900	.35

* If market conditions are such that the Town of Oakville is able to grow to the Regional Plan target population figure of 96,000 by 1986, the number of work opportunities in the manufacturing and business services sectors in 1986 would not increase but there would be an additional 1,050 work opportunities created within the secondary sector and additional 2,000 in the tertiary sector. Therefore with a population of 96,000 in 1986, there would be a total of 39,000 work opportunities with a .42 activity ratio in Oakville.

Table 3

Sectoral Distribution of Work Opportunities

	Primary	%	1979 Secondary	%	Tertiary	%	Total	%
Burlington	400	1	12,400	40	18,700	59	31,500	100
Oakville	600	2	15,000	52	13,400	46	29,000	100
Milton	700	9	3,200	43	3,700	48	7,600	100
Halton Hills	1000	9	5,200	49	4,500	42	10,700	100
Region	2700	4	35,800	45	40,300	51	78,800	100

	Primary	%	1986 Secondary	%	Tertiary	%	Total	%
Burlington	400	1	15,700	38	25,100	61	41,200	100
Oakville	600	2	18,000	51	17,000	47	35,600	100
Milton	700	6	5,700	52	4,500	42	10,900	100
Halton Hills	1000	8	6,100	50	5,100	42	12,200	100
Region	2700	3	45,500	45	51,700	52	99,000	100

Table 4

Increase in Work Opportunities
Within the Secondary Sector, 1980-1986

	1978	%	1986	%	Increase 1979-1986
Manufacturing	26,630	75	34,000	76	7,370
Wholesale	3,990	11	4,700	10	710
Construction, Transportation, Communications & Utilities	5,050	14	6,500	14	1,450
TOTAL	35,700	100	45,200	100	9,530

Table 5

Increase in Work Opportunities
Within the Secondary Sector by
Area Municipality, 1980-1986

	Burlington	Oakville	Milton	Halton Hills	Region
Manufacturing	2,620	2,150	1,860	740	7,370
%	36	29	25	10	100
Wholesale	350	210	150	-	710
%	49	30	21	-	100
Construction, Transportation, Communications & Utilities	360	390	480	220	1,450
%	25	27	33	15	100
TOTAL	3,330	2,750	2,490	960	9,530

Table 6

Increase in Work Opportunities
Within the Tertiary Sector, 1980-1986

	1978	%	1986	%	Difference
Retail	13,330	33	18,310	36	4,980
Business Services	4,180	10	6,560	13	2,380
Community and Personal Services/ Government	22,950	57	26,900	51	3,950
TOTAL	40,460	100	51,790	100	11,310

Table 7

Increase in Work Opportunities
Within the Tertiary Sector by
Area Municipality, 1980-1986

	BURLINGTON	OAKVILLE	MILTON	HALTON HILLS	REGION
Retail	3167	1408	195	210	4980
%	64	28	4	4	100.0
Business Services	1138	788	368	86	2380
%	48	33	15	4	100.0
Community and Personal Services/ Government	2100	1295	310	245	3950
%	53	33	8	6	100.0
TOTAL	6410	3490	870	540	11,310

Table 8

Creation of Manufacturing
Work Opportunities, 1980-1986

	EXPANSION OF EXISTING INDUSTRY	CONTINUATION OF TRENDS IN JOB CREATION FROM NEW INDUSTRY	NEW INDUSTRY ATTRACTED THROUGH PROMOTION	TOTAL INCREASE
BURLINGTON	613	1624	378	2615
OAKVILLE	834	749	567	2150
MILTON	175	1113	567	1855
HALTON HILLS	275	280	190	745
REGIONAL	1897	3766	1702	7365
%	26	51	23	100

Table 9

Industrial Land Availability, 1980-1986

	REQUIRED	AVAILABLE	IN PROCESS	EXCESS DEFICIT
BURLINGTON	520	420	260 (80)	+100
OAKVILLE	450	250	240 (80-81)	+ 40
MILTON	780	210	600 (80-82)	+ 30
HALTON HILLS	300	120	75 (Acton) 0 (G'twn)	-105
TOTAL	2050	1000	1115	+ 65

Table 10

Occupational Skills of Halton Residents
Presently Not Employed in the Region

	Out-Commuting	Unemployed
Manager/Administrator	11,020	100
Engineering Related	4,220	155
Statistics/Systems Analysis	1,450	15
Clerical	6,800	1,540
Sales	3,900	260
Metal Processing	3,300	70
Non-Metal Processing	2,490	235
Other	14,290	1,175
	47,470	3,550

Source: Region of Halton, Halton Labour Force Survey Results, 1979.